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**JOB CRAFTING AND OFF-JOB CRAFTING:**  
Well-being and Satisfaction of Psychological Needs of the  
DRAMMA-model

# ABSTRACT

Anna Engblom: Job Crafting and Off-job Crafting: Well-being and Satisfaction of Psychological Needs of the DRAMMA-model

Master' Thesis

Tampere University

Psychology

June 2019

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The aim of this thesis was to find out whether the negative effect of job and home demands on subjective well-being (SWB) can be buffered by job and off-job crafting. SWB was examined through subjective vitality, mental fatigue, presence of meaning and meaningful work. In addition, this thesis aimed at clarifying how job and home demands are related to job and off-job crafting within and across life domains. Lastly, the connection between job crafting and off-job crafting was studied exploratively. Theoretically, this thesis was based on the DRAMMA-model of psychological needs. Job and home demands were expected to increase crafting for the satisfaction of detachment and relaxation, and to decrease crafting for the satisfaction of autonomy, mastery, meaning, and affiliation.

The data was collected via a survey for the research project *Making Leisure Work: Leisure Crafting as Active Recovery from Stressful Work*. Altogether, 541 Finnish employees from various fields responded to the survey. The majority (85.2%) of the participants were female and their mean age was 49 years. Almost half (47.5%) of the participants reported high school or vocational school as their highest level of education.

Job crafting and off-job crafting were measured with new DRAMMA-based scales. Job demands were measured with the Copenhagen Psychosocial Questionnaire and home demands with the Home Demands Scale. Subjective vitality was measured with the Subjective Vitality Scale, mental fatigue was measured with the Three-Dimensional Work Fatigue Inventory, presence of meaning was measured with the Meaning in Life Questionnaire and meaningful work with the Work as Meaning Inventory. Relationships between these variables were examined through their correlations, regression analyses and the Process v3.0 method by Andrew F. Hayes.

The results of this thesis support the idea that an individual is able to prevent the negative effect which high job and home demands have on subjective vitality and mental fatigue by crafting in order to improve the satisfaction of the psychological needs of the DRAMMA-model during job and off-job time. This buffering effect was not found for meaning as an outcome. In addition, the results broaden the understanding of the relationship between job and home demands and crafting. According to the results, high demands are often negatively associated with crafting. Home demands were found to have more relations with job crafting, than job demands with off-job crafting. The results also suggest, that people who craft for a need in the other life domain, usually craft for the same need also in another life domain.

This thesis contributes insights into the DRAMMA-model, crafting based on it, and the relationship between job and off-job time. It is one of the few studies to examine the same phenomenon in two life domains in one study. In future research a longitudinal study is needed in order to examine the causal relationships between these variables. In addition, other possible predictors and outcomes of crafting should be taken into account. The results encourage to study DRAMMA-based off-job crafting among the non-working population. Based on this thesis, interventions, which acknowledge the important role of home demands as the factor which prevents employees from job crafting and improving their well-being, could be developed.

Keywords: job crafting, off-job crafting, DRAMMA, psychological needs, subjective well-being

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# TIIVISTELMÄ

Anna Engblom: Job Crafting and Off-job Crafting: Well-being and Satisfaction of Psychological Needs of the DRAMMA-model

Pro Gradu -tutkielma

Tampereen yliopisto

Psykologia

Kesäkuu 2019

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Tutkimuksen tarkoituksena oli selvittää, voiko työn ja vapaa-ajan tuunauksella ehkäistä työn ja kodin vaatimusten kielteistä yhteyttä subjektiiviseen hyvinvointiin, jota tarkasteltiin vitaliteetin, kognitiivisen väsymyksen, yleisen merkityksellisyyden ja työn merkityksellisyyden kautta. Toiseksi tutkimuksessa selvitettiin, kuinka työn ja kodin vaatimukset ovat yhteydessä tuunaukseen elämän osa-alueiden sisällä ja niiden poikki. Lisäksi tarkasteltiin työn tuunauksen ja vapaa-ajan tuunauksen suhdetta eksploratiivisesti. Teoreettisesti tutkimus pohjautui psykologisten tarpeiden DRAMMA-malliin. Tuunauksen oletettiin suojaavan hyvinvointia vaatimusten negatiivisilta vaikutuksilta. Lisäksi työn ja kodin vaatimusten oletettiin lisäävän tuunausta, joka tähtäsi irrottautumiseen ja palautumiseen, sekä vähentävän autonomiaa, kompetenssiin, merkityksellisyyteen ja yhteenkuuluvuuteen tähtäävää tuunausta työ- ja vapaa-ajalla.

Tutkimusaineistona käytettiin *Kuinka saada vapaa-aika toimimaan? Vapaa-ajan aktiivinen käyttö keinona palautua stressaavasta työstä* -hankkeessa kerättyä kyselyaineistoa. Kyselyyn vastasi 541 suomalaista työntekijää eri aloilta ja erilaisista työtehtävistä. Tutkittavista 85,2% oli naisia ja heidän keski-ikänsä oli 49 vuotta. Lähes puolella (47,5%) tutkittavista oli enintään toisen asteen koulutus.

Työn ja vapaa-ajan tuunausta mitattiin uusilla DRAMMA-malliin pohjautuvilla mittareilla. Työn vaatimuksia mitattiin Copenhagen Psychosocial Questionnaire -menetelmällä ja kodin vaatimuksia Home Demands Scale -menetelmällä. Subjektiivista vitaliteettia mitattiin Subjective Vitality Scale -menetelmällä, kognitiivista väsymystä Three-Dimensional Work Fatigue Inventory -menetelmällä, yleistä merkityksellisyyttä Meaning in Life Questionnaire -menetelmällä, ja työn merkityksellisyyttä Work as Meaning Inventory -menetelmällä. Muuttujien välisiä yhteyksiä tarkasteltiin niiden keskinäisten korrelaatioiden, regressioanalyysien ja Andrew F. Hayesin Process v3.0 -metodin avulla.

Tutkimus osoitti, että yksilö voi itse ehkäistä työn ja kodin vaatimusten suuren määrän kielteistä vaikutusta vitaliteettiin ja kognitiiviseen väsymykseen tuunaamalla työtänsä ja vapaa-aikaansa DRAMMA-mallin psykologisten tarpeiden täyttämiseksi. Yleisen merkityksellisyyden ja työn merkityksellisyyden osalta tätä tulosta ei löytynyt. Lisäksi tutkimus selvensi työn ja kodin vaatimusten osa-alueiden yhteyksiä työn ja vapaa-ajan tuunauksen osa-alueisiin. Tulosten perusteella korkeat vaatimukset ovat yleisesti ottaen kielteisesti yhteydessä tuunaamiseen. Kodin vaatimusten ja työn tuunauksen välillä löydettiin enemmän yhteyksiä kuin työn vaatimusten ja vapaa-ajan tuunauksen välillä. Työn ja vapaa-ajan suhteesta selvisi myös, että yleisesti ottaen ihmiset, jotka tuunaavat tiettyä tarvetta toisella elämän osa-alueella, tuunaavat sitä myös toisella.

Tämä tutkimus tuo uutta tietoa DRAMMA-mallista ja siihen pohjautuvasta tuunauksesta, sekä työn ja vapaa-ajan suhteesta. Tutkimus on yksi harvoista, joka tutkii samaa ilmiötä sekä työ- että vapaa-ajan kontekstissa. Jatkotutkimuksissa tulisi hyödyntää pitkittäistutkimuksen asetelmaa ja ottaa huomioon muita työn ja vapaa-ajan tuunauksen mahdollisia syitä ja seurauksia. DRAMMA-malliin pohjautuvaa vapaa-ajan tuunausta tulisi jatkossa tutkia myös työelämän ulkopuolisella aineistolla. Tämän tutkimuksen perusteella voidaan kehittää interventioita, jotka huomioivat kodin vaatimusten suuren merkityksen hyvinvointia lisäävään työn tuunauksen estävänä tekijänä.

Avainsanat: työn tuunaus, vapaa-ajan tuunaus, DRAMMA, psykologiset tarpeet, subjektiivinen hyvinvointi

Tämän julkaisun alkuperäisyys on tarkastettu Turnitin OriginalityCheck –ohjelmalla.

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## INTRODUCTION

The general well-being of individuals affects the well-being of larger social environments such as families, work and volunteer organizations and in the very end, the whole society. This thesis contributes to work psychology and leisure studies from the perspective of crafting, need satisfaction and subjective well-being. Work life is changing in various ways, which requires employees to adapt to more and more psychological, environmental, social and task-related demands and to utilize diverse resources and skills to cope with these demands. For example, due to the changes in work-life tasks are more likely to cause cognitive rather than physical strain and working time and place are not always permanent. Consequently, many employees may work from home and may engage in work during the evenings, weekends or days off. In addition to having characteristics of their job modified by the employer, employees are able to craft their job and off-job time themselves, in order to respond to the high amount of demands that they face.

In this thesis, well-being is seen as a result of satisfaction of psychological needs, in accordance with the DRAMMA-model (Newman et al., 2014). It is expected that individuals may actively improve their own well-being through the satisfaction of psychological needs, which is achieved by crafting. Crafting, on the other hand, is assumed to be motivated by the experience of high demands. In this thesis, I will study all of these relationships in the life domains of job and off-job time.

Results of this study could contribute to the development of new crafting interventions. Existing interventions focus on job crafting and are based on different job crafting theories than the one used in this thesis (for example Gordon, Demerouti, Le Blanc, Bakker, Bipp, & Verhagen, 2018, and Van Wingerden, Derks, & Bakker, 2017). Interventions with a perspective from the DRAMMA-model could be used in the context of occupational health and job performance. In addition, there might be opportunities to develop interventions that aim at increasing the satisfaction of psychological needs and mental health outside the context of occupational health. Off-job crafting -based interventions could be designed for example, for students or those unable to work due to social or health-related issues.

In the introduction, I will cover job and off-job crafting in relation to the DRAMMA-model and psychological needs, subjective well-being, and job and home demands. It will also include discussion on work-life balance, which is an interesting component in this thesis as all factors are studied in two life domains. In the following section, I will present the DRAMMA-model, the most prominent prior conceptualizations of crafting, and the current DRAMMA-based definition of job and off-job crafting, which is used in this thesis.

## DRAMMA-model and crafting

The Basic Psychological Needs Theory (BPNT, Deci & Ryan, 2000) indicates that an individual's behavior is affected by the needs of experiencing autonomy, competence and interpersonal relatedness (Deci & Ryan, 2000). More recently, Newman et. al (2014) have suggested that leisure is linked to subjective well-being through the satisfaction of six psychological needs: Detachment, Recovery, Autonomy, Mastery, Meaning and Affiliation (DRAMMA). *Detachment* is defined as psychological disengagement of thoughts related to work. *Recovery* refers to relaxation; low level of physical and mental activation and state of little mental or intellectual effort. Detachment and recovery are so-called "stimulus avoidant" factors. The rest of the dimensions of DRAMMA differ from detachment and recovery as they are more motivational factors, which result in more stimulus and content in one's life. *Autonomy* is defined as the need to have control, for example, the opportunity to make decisions regarding one's own life. *Mastery* triggers the will to learn new psychological and physical skills, to challenge oneself and overcome challenges. *Meaning* refers to people's need to have a purpose and be useful in their life. *Affiliation* addresses the need to feel related to others.

In this thesis, the DRAMMA-model is theorized to function in the contexts of work and leisure, or in other words job and off-job time. I study job and off-job crafting which refer to the proactive means by which employees may affect their own well-being during job and off-job time. Based on the DRAMMA-model, crafting is defined as an activity which aims to increase the experience of DRAMMA in one's life. In other words, crafting is considered as being motivated mainly by the intention to satisfy certain psychological needs.

Earlier crafting theories have distinguished and focused on either job or off-job crafting (for example, leisure crafting: Petrou & Bakker, 2016, job crafting: Wrzesniewski & Dutton, 2001 and Tims & Bakker, 2010). The original *job crafting* theory suggests that employees may adjust their job-related cognitions and its physical and social features (Wrzesniewski & Dutton, 2001). A few years later, Tims and Bakker (2010) defined job crafting as behavior, which employees use to modify job demands and resources in relation to their personal skills, needs, hopes, and goals. Tims and Bakker's definition differs from the original theory regarding cognitive crafting (i.e. crafting of thought and attitudes towards the job) which was excluded from the behavioral definition of crafting.

The concept of leisure crafting was first presented by Berg, Grant, and Johnson (2010), as they reported that in addition to crafting their job, people may use two leisure crafting techniques in order to "pursue their unanswered callings". The techniques they found were

"vicarious experiencing" and "hobby participating". Their leisure crafting theory suggests that all psychological needs might not be satisfied in the work context, and that need satisfaction can be compensated during leisure time.

In this thesis, similar crafting is expected to be present in both life domains. For instance, an employee may pursue mastery in their job by volunteering to new tasks, and during the off-job time, by taking a language class voluntarily. *Leisure crafting* is job crafting's equivalent in off-job activities. Petrou and Bakker (2016) have defined leisure crafting "the proactive pursuit and enactment of leisure activities targeted at goal setting, human connection, learning, and personal development". Equally to job crafting, leisure crafting comprehends crafting of task boundaries and relational boundaries of a life domain (Petrou & Bakker, 2016). Crafting tasks during leisure may include decisions such as whether to cook dinner at home or to eat at a restaurant, or whether to read a newspaper or just to glance at the newest headlines online. Relational boundaries in leisure refer to inviting friends over or participating in communal activities, for instance.

In prior research, crafting activities outside of work context have been called leisure crafting but, in this thesis, it will be referred to as *off-job crafting*. Off-job time is defined as time not spend working. This definition differs from the more traditional concept of leisure, which often does not include compulsory activities such as housework or childcare. Defined like this, leisure is a remarkably vast life domain and there are considerable differences in what leisure implies for each individual. Off-job time may contain family-related activities (childcare etc.), housework, hobbies, and voluntary work and other social aspects of life.

Due to the assumed differences in motives and outcomes for DRAMMA-dimensions, there will be different hypotheses needed for their relationships with other variables. Recently Lazazzara, Tims, & de Gennaro (2019) have presented two dimensions of crafting behavior; approach crafting and avoidance crafting. Lazazzara and colleagues suggest that pursuing new skills or creating additional relationships are forms of approach crafting, while avoidance crafting is described, for example, as reducing tasks or distancing oneself from people, situations or environment. Applied to the DRAMMA-model, detachment and recovery together represent avoidance crafting and the rest of the dimensions (autonomy, mastery, meaning and affiliation) roughly represent approach crafting. Based on this, the crafting-variables are divided into DR- and AMMA-variables in hypotheses 3 and 4.

DRAMMA-based crafting theory implies that crafting causes satisfaction of psychological needs, which then affects well-being in various ways. In the following section, I

will introduce four perspectives on subjective well-being, which are further examined in this thesis.

## **Subjective Well-Being and Psychological Needs**

Overall, empirical research strongly indicates that satisfaction of psychological needs results in increased well-being in the home domain (van Hooff & Geurts, 2014) and in the work domain (Van Den Broeck, Ferris, Chang, & Rosen, 2016). Subjective well-being (SWB) refers to how individuals evaluate their own life, in terms of life satisfaction and measure of positive and negative affect (Diener, Sandvik, & Pavot, 1991). In this thesis, the concept of subjective well-being is based on the bottom-up theory of SWB (Newman et. Al. 2013). This theory suggests that well-being during leisure and well-being during work may increase global SWB. In this study, SWB is studied through subjective vitality, mental fatigue, meaningful work and general presence of meaning in life.

*Subjective vitality* is a positive measure of well-being which refers to an individual's own experience of having energy that is prominent for physical and psychological well-being (Ryan & Frederick, 1997). Mental fatigue covers the negative side of subjective well-being. Frone, Tidwell, Hurrell, & Chen, (2015) define *mental fatigue* as extreme mental tiredness and decrease in the capacity to engage in cognitive activity during and after the workday. Mental fatigue often originates from time at work, but it usually has an impact on both life domains. They are factors which measure partly opposite sides of well-being. However, mental fatigue only covers the cognitive dimension of fatigue while subjective vitality also measures the experience of physical well-being. In this thesis, subjective vitality and mental fatigue cover well-being in both, job and off-job domains.

In addition to vitality and fatigue, subjective well-being may refer to meaning in life. Meaning seems to be a significant factor in relation to well-being (Steger et al., 2006). Steger et al. (2006) define *meaning in life* as “the sense made of, and significance felt regarding, the nature of one's being and existence”. In their scale development study, Steger et al. (2006) found two independent dimensions for meaning in life which are presence of meaning and search for meaning. In this thesis, only presence of meaning is studied. Experience of *meaningful work* is strongly related to subjective well-being at work and in general (van Wingerden, & van der Stoep, 2017). Steger, Dik, and Duffy (2012) have proposed that meaningful work consists of three dimensions: 1) positive meaning in work, 2) meaning-making through work, and 3) greater good motivations. In this thesis, the focus is on the dimension of positive meaning in work, which refers



to the measure of meaningfulness that employees experience in their job (Steger et al. 2012). These four factors of well-being are also associated with the renowned concepts of hedonic and eudemonic well-being (Kashda, Biswas-Diener, & King, 2008). Experiences of vitality and fatigue correspond to hedonic well-being as they measure health more traditionally, whereas meaning in work and leisure is a dimension of eudemonic well-being.

In the following section, I will discuss well-being as a result of experiencing demands and having resources in one's life. Prior research on the subject in the job and off-job domains is presented.

### **Job and home demands and well-being**

According to the Job Demands-Resources –model (JD-R), all psychosocial characteristics of work can be divided into job demands or job resources (Bakker & Demerouti, 2017). JD-R -model suggests that well-being at work is achieved by a balance between demands and resources (Demerouti et al., 2001). *Job demands* are defined as job characteristics that cause job strain. They can be divided into three categories. Cognitive demands at work are tasks which include for example remembering many things at the same time, learning new skills or maintaining concentration for a long time at once. Emotional demands are for example situations at work, which trigger intense emotions during the workday. Time pressure and a high number of tasks are categorized as quantitative demands. *Home demands* (Peeters et al., 2005) are similar to job demands but present during one's off-job time. Home demands also represent different dimensions and can be categorized into cognitive, emotional and quantitative demands. Cognitive home demands require problem-solving and planning, whereas emotional demands correspond to emotional demands at work, meaning, for example, frustrating or worrying situations at home. Quantitative demands implicate hurry and load of tasks to be done in too little time at home.

*Job and off-job resources* refer to aspects of work and leisure, which may help a person to respond to demands that they face in job and off-job time (Demerouti et al., 2001). In addition to social, physical or task-related conditions, resources include personal characteristics, such as being prone to optimism, which is beneficial in either context. Resources could include supportive relationships, interesting work tasks, appealing hobbies or sufficient time for relaxation. Job and off-job crafting aim at balancing individual resources with demands, which, in this thesis, is conceptualized as improving the satisfaction of the psychological needs of the DRAMMA-model.

The negative effect which demands may have on well-being has been well established in prior research (Alarcon, 2011). Likewise, job crafting has been found to be positively related to well-being at work in multiple studies, according to the meta-analysis by Rudolph, Katz, Lavigne, & Zacher (2017). This suggests that individuals who adjust various features of their job to increase the satisfaction of psychological needs by job crafting are improving their occupational health. In addition, prior research suggests that job crafting may increase meaning and the feeling of having a purpose in one's job (Tims, Derks, & Bakker, 2016, Rosso et al., 2010). Compared to studies on job crafting, off-job crafting, and well-being have not been examined much. Off-job crafting is assumed to increase the satisfaction of psychological needs, which would relate to improved well-being during the off-job time (Bakker, Demerouti, & Euwema, 2005).

Interestingly, not much research has been conducted on how crafting might moderate the negative relationship between demands and well-being. However, in a study by Hakanen, Seppälä and Peeters (2017) job crafting was found to buffer the negative effect of demands on well-being at work. In addition, Bakker, Demerouti, and Euwema (2005) found that experiences of autonomy, social support, and feedback on job performance prevented employees from experiencing symptoms of burnout. In this thesis, the buffering effect of crafting on the negative relationship between demands and well-being is examined in job and off-job domains.

In my thesis, I examine whether crafting buffers the negative effect of demands on well-being. In addition, I study the relationship between demands and crafting. Next, I will summarize prior research on demands and crafting within and across life domains.

### **Demands and crafting in job and off-job domains**

In prior research, higher job demands have been found to correlate positively with job crafting (Rudolph, Katz, Lavigne, & Zacher, 2017). For example, Lee, Shin & Baek (2017) reported higher measures of job crafting in participants that experienced higher work overload and emotional demands. In their meta-synthesis on qualitative job crafting studies Lazazzara, Tims, & de Gennaro (2019) also suggest that job crafting may be motivated by workload, time pressure or the need to manage multiple demands. Hence, it is assumed that employees with higher job demands will craft DR-variables increasingly while refraining from crafting the AMMA-variables in the job domain.

Relationships between home demands and off-job crafting have been poorly researched. Studies on off-job or leisure crafting have focused more on the outcomes of crafting

behavior (e.g. Petrou, Bakker, & den Heuvel, 2017) than its predictors. However, Petrou and Bakker (2016) reported results which suggest that an active home condition, in other words, a large number of demands and resources during the off-job time, is not related to leisure crafting. It is an intriguing result since in the work environment the condition of high demands and resources is known to relate positively to job crafting. Applying this model to the off-job domain, in this thesis high home demands are assumed to lead to crafting the DR-factors more and the AMMA-factors less.

The subject of demands and crafting across life domains has neither been comprehensively studied. Therefore, it is unclear how home demands affect job crafting. For instance, in the job crafting meta-analysis by Rudolph et al. (2017), only work-related demographics and characteristics of the job were examined. In this thesis, high home demands are hypothesized to be related to an increased job crafting towards detachment and relaxation, and to less job crafting aiming at autonomy, mastery, meaning, and affiliation. It is likely, that employees who experience time pressure and workload during the off-job time, might want to modify the workload at their job, if possible. Likewise, those who face many emotionally straining situations at home are not likely to gravitate towards emotionally challenging tasks at work.

Few researchers have examined whether the experience of high job demands leads to more off-job crafting. Petrou and Bakker (2016) found that off-job crafting was positively related to job strain, which suggests that off-job crafting is potentially triggered by working conditions. In addition, Bennett, Bakker, & Field (2018) reported a negative relationship between job demands and experiences of detachment and relaxation. This suggests, that high job demands would positively relate to off-job crafting for the satisfaction of those needs. In this thesis, job demands are hypothesized to have a positive relationship with off-job crafting of detachment and relaxation, and a negative relationship with off-job crafting of the AMMA-factors.

Crafting has been fractionally studied across domains and from the perspective of work-life balance. In this thesis, their relationship is studied both within and across job and off-job domains, which will contribute to research on work-life balance. In the following section, I will discuss crafting and satisfaction of psychological needs through the concept of work-life balance.

### **Work-life balance: satisfaction of psychological needs and crafting**

As indicated in the earlier chapters, individuals are able and eager to satisfy their psychological needs during both, work and leisure (Berg, Grant, & Johnson, 2010). However, it is unclear how

crafting and, especially, crafting for the satisfaction of psychological needs, fits in the theorizing of work/non-work interface since prior research has generally addressed needs satisfaction in the life domains of work and home as separate phenomena. Today, work/non-work interface is often referred to as work-life balance, which Bulger and Fisher (2012) have defined as follows: “*work-life balance is the ability to accomplish the goals or meet the demands of one's work and personal life and achieve satisfaction in all life domains*”. In their theoretical paper, Lee and Sirgy (2018) introduce various theories on work-life balance and one of the approaches presented is the management of life domain satisfaction. It includes conceptualizations of segmentation theory, spillover versus compensation theory and balanced satisfaction across life domains.

Segmentation theory (Staines, 1980) has been re-defined as boundary or border management in the context of work-life balance (Clark, 2000). This approach suggests that an individual might attempt to keep strong boundaries between life domains in order to prevent feelings of dissatisfaction from transferring from one domain to another. Lee and Sirgy (2018) also report studies which have applied Staines' (1980) spillover and compensation theories. The spillover theory indicates that positive affect in one domain results in positive affect in the other (Lambert, 1990). According to the compensation theory, negative affect in one domain would motivate an individual to pursue positive affect in the other domain (Lambert, 1990). In addition to segmentation, spillover and compensation hypotheses, Lee and Sirgy present the perspective of having balanced satisfaction across life domains.

Job crafting has not been well established in work-life balance studies. However, prior research has gained results which support the compensation hypothesis. As stated earlier, Berg, Grant, and Johnson (2010) explain leisure crafting as an alternative crafting strategy, which individuals apply during the off-job time and which aims to compensate for unsatisfied needs at work. Petrou et al. (2017) found that individuals who did not engage in job crafting due to limited opportunities at work crafted their leisure in order to achieve meaning-making. In addition, in their daily diary study, Hewett et al. (2017) report higher positive affect in individuals who satisfied the need for competence at home if it was not satisfied during work. Based on these reported results, a compensatory relationship between job and off-job crafting could be hypothesized.

On the other hand, the same predictive factors may motivate crafting in both domains, which would suggest that their relationship is additive. Kabanoff and O'Brien (1980) proposed that different models of work/non-work interface may apply to different people, depending on work and home conditions and individual differences. Thus, it is important to consider all the factors which may affect how individuals are motivated and succeed in crafting of satisfaction of psychological needs. In their meta-analysis, Rudolph, Katz, Lavigne, & Zacher,

(2017) studied and found predictors for job crafting. They categorized them as individual differences (e.g. proactive personality), work characteristics (e.g. high autonomy) and demographics (e.g. higher education). In this thesis, identical dimensions of crafting are studied in both life domains, and the same potential predictors are considered. Formulating a clear hypothesis is difficult due to the scarcely available literature. Therefore, the research question about the relationship between job and off-job crafting is explorative.

## **Research proposal and hypotheses**

In this thesis, I study the relationships between job and off-job crafting, subjective well-being and job and home demands. The aim is to clarify how job and off-job crafting relate to job and home demands, subjective well-being, and to each other. It is examined whether the negative effect of demands on subjective well-being can be buffered by crafting. In addition, it is interesting to examine the less studied questions of how job demands affect off-job crafting, and what the role of home demands is in motivating job crafting. The aim of this study is to examine 1) whether crafting buffers the effect of demands on subjective well-being, 2) whether job demands are connected to off-job crafting and whether home demands are related to job crafting, and 3) how job and off-job crafting are related (is the relationship compensatory or additive).

### *1. Does crafting moderate the negative relationship between demands and subjective well-being?*

H1: Job and home demands are negatively related to subjective well-being.

H2: Job and off-job crafting moderate the effect of demands on subjective well-being.

### *2. How are job and home demands related to job crafting and leisure crafting?*

H3: Demands in a life domain (work/leisure) are

- a. positively related to crafting DR in the same life domain.
- b. negatively related to crafting AMMA in the same life domain.

H4: Demands in a life domain (work/leisure) are

- a. positively related to crafting DR in the other life domain.
- b. Negatively related to crafting AMMA in the other life domain.

### *3. Is the connection between job and off-job crafting compensatory or additive?*

H5: Explorative

## **METHODS**

### **Participants and procedure**

This thesis is part of the research project “Making Leisure Work: Leisure Crafting as Active Recovery from Stressful Work”, which is founded by the Academy of Finland. The data was collected in 2018 with a survey and the data consists of two separate samples. The first sample was recruited via organizations’ HR managers who invited their employees to participate via email and social media. In addition, the first sample includes participants of a previous study who indicated being interested in taking part in other studies on the same topics. The second sample was collected via a large Finnish trade union. In total, 3180 people aged 45-60 living in the Pirkanmaa region were invited to participate in the study via e-mail. Altogether, 541 participants are included in the data and the response rate was 16.5 %.

The majority, 85.2%, of the participants were female and of 14.4% were male. The mean age of the participants was 49 years. Almost half (47.5%) of the participants reported high school or vocational school as their highest completed level of education. One fourth, 26.6%, of the participants, had an undergraduate degree (Bachelor's, etc.), and 19.6% had a graduate degree (master's, etc.). Up to 40.6% of the participants reported living with a spouse, while 31.3% lived with spouse and children. Almost one fifth (18.9%) reported living alone. The mean number of working hours per week was 39 hours (SD 4.36 hours). The participants (86.5%) had a permanent work contract, and 9.2% had a temporary contract. Majority of the participants were from the fields of healthcare and social services (37.2%), public administration (19.4%), trade (10.4%) and professional, scientific and technical service (8.5%). Two fifths (39.7%) of the participants classified themselves as employees (bus driver, cleaner, etc.). Of the participants, 29.2% classified themselves as lower level white collar workers, and 22.7% classified their job as upper-level white-collar work and 6.8% of the participants reported their job as high management. The mean amount for years worked for the current employer was 14.8 years (SD 11.87 years), and the mean amount of years worked in the current job was 11.5 years (SD 10.03 years).

### **Instruments**

*Job and off-job crafting* were both measured with a newly developed crafting scale which covers the six needs of the DRAMMA-model. In the job crafting scale, the participant answers to 18 items about crafting behavior and indicates how often, on a scale from 1 (“very rarely or never”) to 5

(“very often or all the time”), they act in such a manner. There are three items on each DRAMMA-dimension; *detachment* (“I’ve organized my work so that I detach from work-related thoughts during off-job time”), *relaxation* (“I’ve planned my work so that I experience relaxation of my body and/or mind during off-job time”), *autonomy* (“I’ve made sure the things I do at work reflect what I really want in my job”), *mastery* (“I’ve planned my work to familiarize myself with new ideas, expand my knowledge or interests at work”), *meaning* (“I’ve organized my work so that I achieve a sense of purpose in what I am doing”) and *affiliation* (“I’ve arranged my work so that I feel a sense of belongingness to the people at work”). Cronbach’s alpha for each *job crafting dimension* was as follows: detachment =.92, relaxation =.86, autonomy =.86, mastery =.73, meaning =.88, affiliation =.86 and overall measure for job crafting =.93.

Likewise, in the off-job crafting scale, the participant answers to 18 items about crafting behavior and indicates how often, on a scale from 1 (“very rarely or never”) to 5 (“very often or all the time”), they act in such a manner. There are three items on each DRAMMA-dimension; *detachment* (“I’ve made sure to detach from work-related thoughts during off-job time”), *relaxation* (“I’ve planned my off-job activities so that I get relief from stress”), *autonomy* (“I’ve organized my off-job activities so that I determine my own course of action”), *mastery* (“I’ve organized my off-job activities so that I put my skills, knowledge or abilities into action”), *meaning* (“I’ve arranged my off-job time so that the things I do align with my personal values”) and *affiliation* (“I’ve planned my off-job activities so that I feel related to those around me”). Cronbach’s alphas for *off-job crafting dimensions* were as follows: detachment =.93, relaxation=.91, autonomy =.82, mastery =.78, meaning =.88, affiliation =.90 and overall measure for off-job crafting =.93.

Subjective well-being was measured through four separate factors. *Subjective vitality* was measured by 4 items (which were adapted to one month) from the Subjective Vitality Scale (Bostic, Rubio & Hood, 2000). The participants indicated how often over the past month, on a scale from 1 (“very rarely or never”) to 5 (“very often or all the time”), they felt in a certain way. Examples on the items are “*I felt very energetic*” and “*I looked forward to each new day*”. Cronbach’s alpha for this measure was .93.

*Mental fatigue* was measured with the Three-Dimensional Work Fatigue Inventory (Frone & Tidwell, 2015) adjusted to one month and reduced to three items. The participants indicated how often, on a scale from 1 (“every day”) to 4 (“never”), for example, they “*had difficulty thinking and concentrating at the end of the workday*”. Cronbach’s alpha for this measure was .93.

*Meaningful work* was measured with the four items of the positive meaning dimension of the Work as Meaning Inventory (WAMI, Steger, Dik, & Duffy, 2012). The participants indicated how true, on a scale from 1 (“absolutely untrue”) to 5 (“absolutely true”) they feel the items are considering their own work. An example on the items is “*I have a good sense of what makes my job meaningful*”. Cronbach’s alpha for meaningful work –measure was .91.

*Presence of meaning* was measured with three items from the Meaning in Life Questionnaire (MLQ, Steger, et al., 2006). The participants indicated how true, on a scale from 1 (“absolutely untrue”) to 5 (“absolutely true”) they felt the items were considering their overall life. An example of the items is “*My life has a clear sense of purpose*”, and Cronbach’s alpha of the three items was .83.

*Job demands* were measured with three different scales with three items, all of which have been adapted to one month. The participants indicated how often, on a scale from 1 (“very rarely or never”) to 5 (“very often or all the time”), over the past month they faced certain demands in their job. *Cognitive and emotional job demands* were measured with the Copenhagen Psychosocial Questionnaire (COPSOQ II, Pejtersen et al., 2010) which included questions like “*How often did your work require you to make complex decisions over the past month?*” and “*How often did your work evoke unpleasant feelings over the past month?*”. The third dimension of job demands, *quantitative job demands*, was measured with the Quantitative Workload Inventory (Spector and Jex, 1998) which consists of three items like “*How often did your job require you to work under time pressure over the past month?*” Cronbach’s alphas for these three measures were .79 (cognitive demands), .84 (emotional demands), .89 (quantitative demands) and .86 for total job demands.

*Home demands* were measured with a shortened version of the Home Demands Scale (Peeters et al., 2005). It consists of three items for *cognitive demands* “*How often did you have to do many things simultaneously at home over the past month?*”, three items for *emotional demands* “*How often did emotional issues arise at home over the past month?*”, and three items for *quantitative demands* “*How often have you been busy at home over the past month?*” The participants indicated how often, on a scale from 1 (“never”) to 5 (“very often”), they experienced such demands. Cronbach’s alphas for these measures were .89 (cognitive demands), .78 (emotional demands), .88 (quantitative demands) and .92 for total home demands.



## Statistical analyses

All statistical analyses were performed using the SPSS Statistics –program version 25. Mean values were computed for each dimension of job and home demands, job and off-job crafting and measures of subjective well-being: subjective vitality, mental fatigue, presence of meaning and meaningful work. In addition, means were computed for total job demands and total home demands, as well as for total job crafting and total off-job crafting. All measured variables were examined through means and standard deviations, and their relationships with each other were studied through correlation coefficients.

Research question 1, the buffering effect of crafting on the negative relationship between demands and well-being, was tested with moderation analyses for both life domains and variables of subjective well-being as the dependent variables. Method of analyses was the block-wise method of linear regression analysis. Four regression analyses were conducted for the job domain, with subjective vitality, mental fatigue, presence of meaning and meaningful work as the dependent variables. Another four analyses were performed for the off-job domain, with the same dependent variables. Each of the moderation analyses had gender, age and the highest level of education as covariates, and entered to the model in the first step. These factors were chosen as the covariates based on the findings of Rudolph et al. (2017). Females and those with higher education have been found to engage in job crafting more than others, while older people seem to craft less than the younger people. The second step included all demands, cognitive, emotional, and quantitative, within the tested domain. In the third step, dimensions of crafting within the domain were entered into the model. The fourth step included the interaction term which was calculated from standardized values of average total demands and average total crafting within the domain.

In order to examine the conditional effects of demands at different levels of crafting, moderation analyses were conducted with Process v3.0 method by Andrew F. Hayes. The tested measures of crafting were low (-1SD), average (mean), and high (+1SD). Each analysis had gender, age and the highest level of education as covariates. The dependent variables were analyzed with total job demands and total job crafting as predictive variables and the interaction variable of total job demands and total job crafting as the moderating variable. Likewise, each of the well-being variables was analyzed with total home demands and total off-job crafting as the predictors and the interaction variable of total home demands and total off-job crafting as the moderator.

Research question 2, how job and home demands affect job and off-job crafting, was analyzed through the correlation coefficients of the means of all dimensions of these factors. In addition, research question 3, what is the relationship between job and off-job crafting, was examined through the correlation coefficients of means for each dimension of crafting.

## RESULTS

The measured variables were first examined through their descriptive statistics. The minimum and maximum values, means, and standard deviations of all measured variables are presented in Table 1.

**TABLE 1.** Descriptive Statistics of all measured variables

	N	Minimum	Maximum	Mean	Std. Deviation
JD, cognitive	487	1,00	5,00	4,1338	,76917
JD, emotional	488	1,00	5,00	3,1510	,97176
JD, quantitative	488	1,00	5,00	3,5191	,96840
JD, total	487	1,00	5,00	3,5990	,71755
HD, cognitive	520	1,00	5,00	3,2343	1,03527
HD, emotional	520	1,00	5,00	2,7013	,92266
HD, quantitative	520	1,00	5,00	3,2436	1,02613
HD, total	520	1,00	5,00	3,0597	,87836
Subjective vitality	530	1,00	5,00	3,5651	,89686
Mental fatigue	474	1,00	4,00	2,2120	,85860
Presence of meaning	525	1,67	5,00	3,8654	,79390
Meaningful work	473	1,00	5,00	3,9387	,82399
JC, detachment	470	1,00	5,00	3,6592	,99953
JC, relaxation	468	1,00	5,00	3,5132	,95497
JC, autonomy	468	1,00	5,00	3,2895	,88826
JC, mastery	469	1,00	5,00	3,6702	,73306
JC, meaning	468	1,00	5,00	3,6777	,89726
JC, affiliation	468	1,00	5,00	3,3736	,93271
JC, total	468	1,00	5,00	3,5305	,67321
OJC, detachment	510	1,00	5,00	3,6046	1,05877
OJC, relaxation	510	1,00	5,00	3,5203	,91742
OJC, autonomy	510	1,00	5,00	3,7725	,85802
OJC, mastery	510	1,00	5,00	3,3118	,76385
OJC, meaning	509	1,00	5,00	3,6909	,87273
OJC, affiliation	509	1,00	5,00	3,7859	,82329
OJC, total	510	1,00	5,00	3,6150	,67554
Valid N (listwise)	465				

Note: JD = job demands, HD = home demands, JC = job crafting, OJC = off-job crafting

The number of missing values is explained naturally by participants who interrupted responding to the survey as it continued. Means indicate that the participants experienced demands on average sometimes or often in both, job and off-job domain. On average, participants reported higher levels of subjective vitality than mental fatigue and, on average, there was little difference between the mean values of presence of meaning in general and in work. In addition, the mean values of crafting dimensions were much alike each other, both within and across life domains.

The correlation coefficients of all measured variables are presented in Table 2 and the abbreviations are explained in the appendix.

**TABLE 2.** Correlations among all average variables

	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.	18.	19.	20.	21.	22.	23.	24.	25.	26.
1. JDC	.79																									
2. JCE	.45**	.84																								
3. JDQ	.56**	.36**	.89																							
4. JDT	.81**	.77**	.81**	.86																						
5. HDC	.18**	.17**	.18**	.22**	.89																					
6. HDE	.08	.30**	.07	.20**	.62**	.78																				
7. HDQ	.13**	.15**	.16**	.18**	.79**	.58**	.88																			
8. HDT	.15**	.23**	.16**	.23**	.92**	.82**	.91**	.92																		
9. SV	-.04	-.31**	-.09	-.19**	-.12**	-.33**	-.10*	-.20**	.93																	
10. MF	.29**	.55**	.34**	.50**	.21**	.39**	.17**	.28**	-.55**	.93																
11. PM	-.04	-.20**	-.00	-.11*	-.05	-.25**	.00	-.10*	.51**	-.41**	.91															
12. MW	.15**	-.07	.07	.05	.07	-.08	.08	.03	.37**	-.25**	.46**	.83														
13. JCD	-.01	-.14**	-.06	-.09	-.19**	-.18**	-.19**	-.21**	.23**	-.18**	.20**	.04	.92													
14. JCR	-.03	-.17**	-.11*	-.14**	-.17**	-.24**	-.21**	-.23**	.34**	-.36**	.30**	.17**	.71**	.86												
15. JCAu	.10*	-.24**	-.09	-.11*	.01	-.14**	-.01	-.05	.37**	-.32**	.35**	.49**	.34**	.49**	.86											
16. JCMa	.19**	-.05	.09*	.09	.06	-.07	.07	.03	.31**	-.18**	.31**	.44**	.31**	.42**	.60**	.73	.88									
17. JCMe	.14**	-.06	.11*	.07	.09	-.05	.11*	.06	.33**	-.21**	.41**	.61**	.26**	.41**	.62**	.73**	.88	.86								
18. JCAf	.03	-.09	.05	-.10	-.04	-.09	-.03	-.06	.30**	-.19**	.35**	.41**	.26**	.40**	.44**	.51**	.63**	.86	.86							
19. JCT	.09	-.17**	-.01	-.05	-.06	-.18**	-.07	-.11*	.42**	-.32**	.43**	.47**	.66**	.78**	.77**	.77**	.80**	.72**	.93							
20. OCD	-.03	.00	-.04	-.02	.00	.03	-.02	.01	.11*	.05	.06	-.11*	.48**	.33**	.03	.06	.03	.11*	.25**	.93						
21. OCR	-.09	-.10*	-.07	-.09*	-.16**	-.20**	-.23**	-.22**	.33**	-.16**	.26**	.05	.37**	.46**	.16**	.16**	.14**	.18**	.34**	.58**	.91					
22. OCAu	-.06	-.14**	-.08	-.12**	-.25**	-.36**	-.27**	-.33**	.37**	-.27**	.33**	.15**	.37**	.43**	.24**	.22**	.17**	.20**	.37**	.44**	.64**	.82				
23. OCMa	.05	-.00	.02	.03	.00	-.13**	-.04	-.06	.36**	-.17**	.33**	.19**	.22**	.31**	.29**	.41**	.32**	.26**	.40**	.37**	.52**	.78	.65**	.88		
24. OCMe	-.00	-.07	-.01	-.03	.00	-.13**	-.01	-.05	.39**	-.23**	.43**	.19**	.29**	.40**	.29**	.30**	.33**	.31**	.43**	.42**	.54**	.64**	.45**	.19**	.90	
25. OCAf	.06	-.05	.02	.01	.00	-.14**	-.01	-.05	.38**	-.20**	.48**	.27**	.27**	.40**	.31**	.35**	.37**	.41**	.47**	.30**	.44**	.43**	.45**	.83**	.69**	
26. OCT	-.01	-.08	-.04	-.05	-.09	-.20**	-.12**	-.15**	.41**	-.20**	.40**	.14**	.45**	.51**	.27**	.31**	.28**	.31**	.48**	.71**	.89**	.80**	.75**	.83**	.69**	.93

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Cronbach's alpha values of each scale are presented on the diagonal  
Labels for abbreviated variables can be found in appendix

## **Crafting as a buffer between demands and well-being**

The first research question was whether crafting buffers the assumed negative effect that demands have on well-being. The correlation matrix (Table 2) shows that as assumed, total job demands correlated negatively with subjective vitality ( $r = -.19^{**}$ ) and presence of meaning ( $r = -.11^*$ ), and positively with mental fatigue ( $r = .50^{**}$ ). Total home demands also correlate negatively with subjective vitality ( $r = -.20^{**}$ ) and presence of meaning ( $r = -.10^*$ ), and positively with mental fatigue ( $r = .28^{**}$ ). Therefore, there is little difference in how job and home demands were associated with well-being, except for mental fatigue, which correlated more strongly with job demands than home demands. Neither job demands nor home demands correlated significantly with meaningful work.

Correlations between the control variables, job and off-job crafting revealed an interesting connection between the demographic variables and crafting behavior. Job crafting for autonomy was the only crafting dimension to be associated with all of the control variables ( $r > .12 < .15$ ), and of the control variables, age had the most relations with job and off-job crafting ( $r > .10 < .15$ ). The results indicated that women were less likely to job craft towards autonomy than men and more likely than men to craft for detachment during off-job time. The remaining crafting dimensions were not associated with gender. The highest level of education was related to job crafting for autonomy so that participants with higher education reported crafting for autonomy more often than those with a lower level of education. The results showed a positive association between age and job crafting for relaxation and affiliation and between age and off-job crafting for relaxation, autonomy, mastery, and meaning.

## **Regression analyses in the job domain**

Hypotheses 1 and 2 were tested with eight linear regression analyses with variables of subjective well-being as the dependent variable. The results of the regression analyses for the job domain are seen in Table 3.

**TABLE 3.** Multiple Regression Analyses for Job Demands, Job Crafting and their interaction term predicting Subjective Vitality, Mental Fatigue, Presence of Meaning and Meaningful Work

	Subjective vitality $\beta$	Mental fatigue $\beta$	Presence of meaning $\beta$	Meaningful work $\beta$
Control variables				
Gender <sup>a</sup>	-.03	.07	.03	.02
Age	-.04	-.04	.13**	.02
Education <sup>b</sup>	.02	-.06	-.01	.02
R <sup>2</sup> change	.01	.04***	.04***	.02*
Job demands				
Cognitive	.07	.03	-.02	.09
Emotional	-.26***	.42***	-.13*	-.03
Quantitative	.00	.14**	.04	-.03
R <sup>2</sup> change	.11***	.31***	.04***	.03***
Job crafting				
Detachment	-.00	.10	.00	-.12**
Relaxation	.17**	-.29***	.10	-.08
Autonomy	.10	-.03	.09	.24***
Mastery	.02	.01	-.04	-.06
Meaning	.12	-.09	.28***	.50***
Affiliation	.10	-.03	.10	.07
R <sup>2</sup> change	.13***	.08***	.17***	.37***
Interaction: job demands* job crafting	.14**	-.10*	.08	-.01
R <sup>2</sup> change	.02***	.01*	.01	.05
Total R <sup>2</sup>	.26***	.43***	.25***	.42***

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

<sup>a</sup> 1 = male; 2 = female; 3 = other

<sup>b</sup> Coded from 1 (comprehensive school) to 5 (doctoral degree or higher)

Many intriguing results were gained in the analyses considering the job domain. Next, the results will be described block by block. Of the control variables, age was the only one found to explain well-being, in this case, presence of meaning. Older participants were more likely to experience meaning and purpose in life than younger employees. However, together control variables explained significantly mental fatigue and presence of meaning and meaningful work.

The analyses also revealed a connection between job demands and well-being. The results confirmed that emotional job demands had the assumed negative relationship with subjective vitality and presence of meaning, and the expected positive relationship with mental fatigue. In addition, quantitative job demands were positively associated with mental fatigue. Interestingly, cognitive job demands had no connection with well-being in these tested models and none of the dimensions of job demands explained meaningful work. However, total job demands together explained variance in the dependent variables while the highest explanation rate of job demands was in the model explaining mental fatigue.

All in all, job crafting was less strongly associated with well-being than expected. Job crafting for relaxation explained subjective vitality positively and mental fatigue negatively. Crafting for meaning was the only dimension to explain presence of meaning. Regression analyses indicated that meaningful work was negatively related to job crafting for detachment and positively to job crafting for autonomy and meaning. Not surprisingly, of the dependent factors, total job crafting had the highest explanation rate for meaningful work while it explained all dependent variables significantly.

The moderating effect of total job crafting was found in the models explaining subjective vitality and mental fatigue. The buffering effect was not found when the dependent variable was presence of meaning or meaningful work. The conditional effects of demands at different measures of job crafting (low, average and high) were tested with Process v3.0 method by Andrew F. Hayes and the results are presented in Figures 1. to 4. (Appendix). The conditional effects reveal, that while job crafting was low or average, the negative effect of demands on subjective vitality was significant. However, for a high amount of job crafting, demands did not predict subjective vitality. The result indicates, that subjective vitality of the participants who crafted their job often, was not affected by the level of demands they faced. The moderating effect was significant for all rates of job crafting with mental fatigue as the dependent variable. Amount of job crafting was not found to explain whether demands are associated with the experience of presence of meaning or meaningful work.

In the job domain, the highest explanation rates were for the models predicting mental fatigue ( $R^2$  change = .43\*\*\*) and meaningful work ( $R^2$  change = .42\*\*\*). The explanation rate for mental fatigue was mostly affected by the number of demands, whereas meaningful work was mostly explained by measures of job crafting. In fact, all other dependent variables than mental fatigue were for the largest part explained by job crafting, rather than the control variables, job demands or the interaction term.



## Regression analyses in the off-job domain

The results of the four regression analyses for the off-job domain are seen in Table 4.

**TABLE 4.** Multiple Regression Analyses for Home Demands, Off-job Crafting and their interaction term predicting Subjective Vitality, Mental Fatigue, Presence of Meaning and Meaningful Work

	Subjective vitality $\beta$	Mental fatigue $\beta$	Presence of meaning $\beta$	Meaningful work $\beta$
Control variables				
Gender <sup>a</sup>	-.02	.11*	.03	-.02
Age	-.05	-.00	.14**	.08
Education <sup>b</sup>	.02	.08	.02	.10*
R <sup>2</sup> change	.01	.04***	.04***	.02*
Home demands				
Cognitive	.02	.03	-.01	.06
Emotional	-.28***	.29***	-.21***	-.07
Quantitative	.11	-.12	.18**	.11
R <sup>2</sup> change	.12***	.13***	.09***	.03**
Off-job crafting				
Detachment	-.13**	.18**	-.16**	-.23***
Relaxation	.15**	-.08	.03	-.05
Autonomy	.04	-.09	.04	.13
Mastery	.13*	-.01	.05	.11
Meaning	.13*	-.12	.19**	.01
Affiliation	.17***	-.05	.32***	.24***
R <sup>2</sup> change	.17***	.05***	.22***	.11***
Interaction: home demands* off-job crafting	.13**	-.15***	.05	.02
R <sup>2</sup> change	.02**	.02**	.01	.00
Total R <sup>2</sup>	.31***	.24***	.34***	.16***

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

<sup>a</sup> 1 = male; 2 = female; 3 = other

<sup>b</sup> Coded from 1 (comprehensive school) to 5 (doctoral degree or higher)

The results considering the off-job domain are presented in the following paragraphs block by block. In the off-job domain, control variables were found to explain well-being more often than in the job domain. Participants who identified themselves as female were more likely to report mental fatigue than those who identified as male. Moreover, higher age was positively associated with presence of meaning, similar to the job domain. Meaningful work was, interestingly, explained by the level of education; those with a higher level of education were more likely to experience meaning and purpose in work than those with less education. Together, control variables explained significantly mental fatigue and presence of meaning and meaningful work like they did in the job domain.

Regarding home demands, the results strongly resemble the results of job demands. Emotional home demands had the assumed negative relation to subjective vitality and presence of meaning, and the assumed positive association with mental fatigue, similarly to emotional job demands. Interestingly, quantitative home demands were found to be additively related to presence of meaning, while in the job domain quantitative demands were associated with higher levels of mental fatigue. Cognitive home demands had no connection with well-being in these tested models and none of the demands explained meaningful work, which was also found in the job domain.

The results concerning off-job crafting are very different from the job domain. Interestingly, off-job crafting for detachment was negatively related to meaningful work, presence of meaning and vitality, and positively to mental fatigue. In other words, crafting for detachment during off-job time seems to have a negative impact on overall well-being. Moreover, off-job crafting for relaxation, mastery, and meaning was found to be positively associated with subjective vitality. Off-job crafting for affiliation explained positively most dependent variables (except mental fatigue). Total off-job crafting was found to explain well-being variables, while the weakest explanation rate of off-job crafting was in the model of mental fatigue, which was more strongly explained by home demands, similarly to the job domain.

The moderating effect of total off-job crafting was found in the models explaining subjective vitality and mental fatigue and the buffering effect was not found when the dependent variable was presence of meaning or meaningful work, identically to the job domain. The conditional effects of demands at different levels of off-job crafting (low, average and high) were tested with Process v3.0 method by Andrew F. Hayes and the results are presented in Figures 5. to 8. (Appendix). Results of the conditional effects specify, that home demands interacted with low and average levels of off-job crafting and were associated negatively with subjective vitality. In addition, moderation was found in low and average rates of off-job crafting, as home demands

were positively related to mental fatigue. These results indicated that high amount of off-job crafting protected well-being of the participants from high home demands.

The highest explanation rates in the off-job domain were in the models predicting subjective vitality ( $R^2$  change = .31\*\*\*) and presence of meaning ( $R^2$  change = .34\*\*\*). This result suggests that mental fatigue more often results from work characteristics while subjective vitality is affected by the home conditions and off-job activities. Similarly, to the job domain, home demands were the most important explanatory factor for mental fatigue, and off-job crafting explained the other dependent variables more than the other factors or the interaction term.

### **Conclusion of the regression analyses**

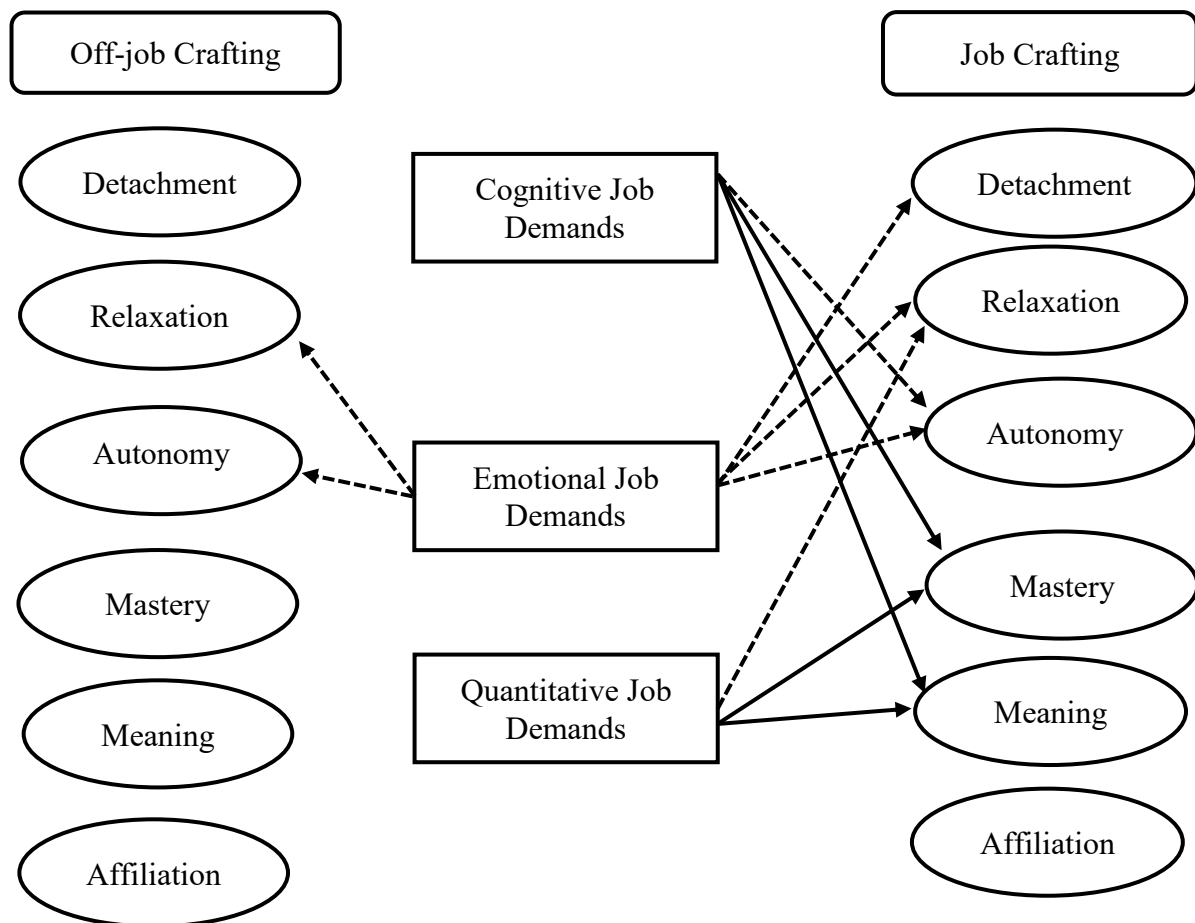
The regression analyses reveal certain differences in the phenomenon between the job and off-job domain. A high amount of quantitative demands seems to affect well-being differently depending on when the demands are experienced. Participants who reported higher workload and time pressure in the job domain also reported more frequent experiences of mental fatigue. Interestingly, in the off-job domain, high quantitative demands explained meaning in general more frequently. In the job domain, crafting for detachment did not explain other factors of well-being than experiencing lower meaning in work. However, in the off-job domain, pursuing detachment explained all of the well-being factors negatively. In other words, the results indicate that one should not craft for detachment from work during the off-job time, in order to experience well-being. Crafting for the satisfaction of the need for affiliation especially explained experiences of meaningfulness, but only in the off-job domain. However, the experience of meaning in work was strongly explained by a higher amount of crafting for autonomy. These results indicate that experience of meaning in work and in general are predicted by different factors. Considering the moderating effect, there were no differences between job and off-job time as crafting was found to buffer the negative effect of demands on subjective vitality and mental fatigue in both domains and presence of meaning and meaningful work were found to not be modified by job or off-job crafting while experiencing demands.

The results of the moderation analyses confirmed that job and home demands were negatively associated with subjective vitality and presence of meaning, and with mental fatigue. Therefore, hypothesis 1 was confirmed for all variables of subjective well-being, except for meaningful work. Moreover, these findings supported the existence of the buffering effect of job and off-job crafting for subjective vitality and mental fatigue and hypothesis 2 was confirmed as

well. However, the moderating effect was not found for presence of meaning and meaningful work and hypothesis 2 was rejected for these variables.

### Job demands and crafting

The second research question, how job and home demands are related to job and off-job crafting, was examined based on the correlation matrix (Table 2). All correlations with crafting for detachment and relaxation were hypothesized to be positive and all correlations with autonomy, mastery, meaning, and affiliation to be negative. All of the found significant correlations between job demands and crafting are presented in Figure 9.



**FIGURE 9.** Significant ( $p < .05$ ) correlations between job demands and crafting behavior.

Positive correlation ———

Negative correlation - - - - -

The arrows indicate the *assumed* direction of the connection. The causation cannot be established in cross-sectional data.

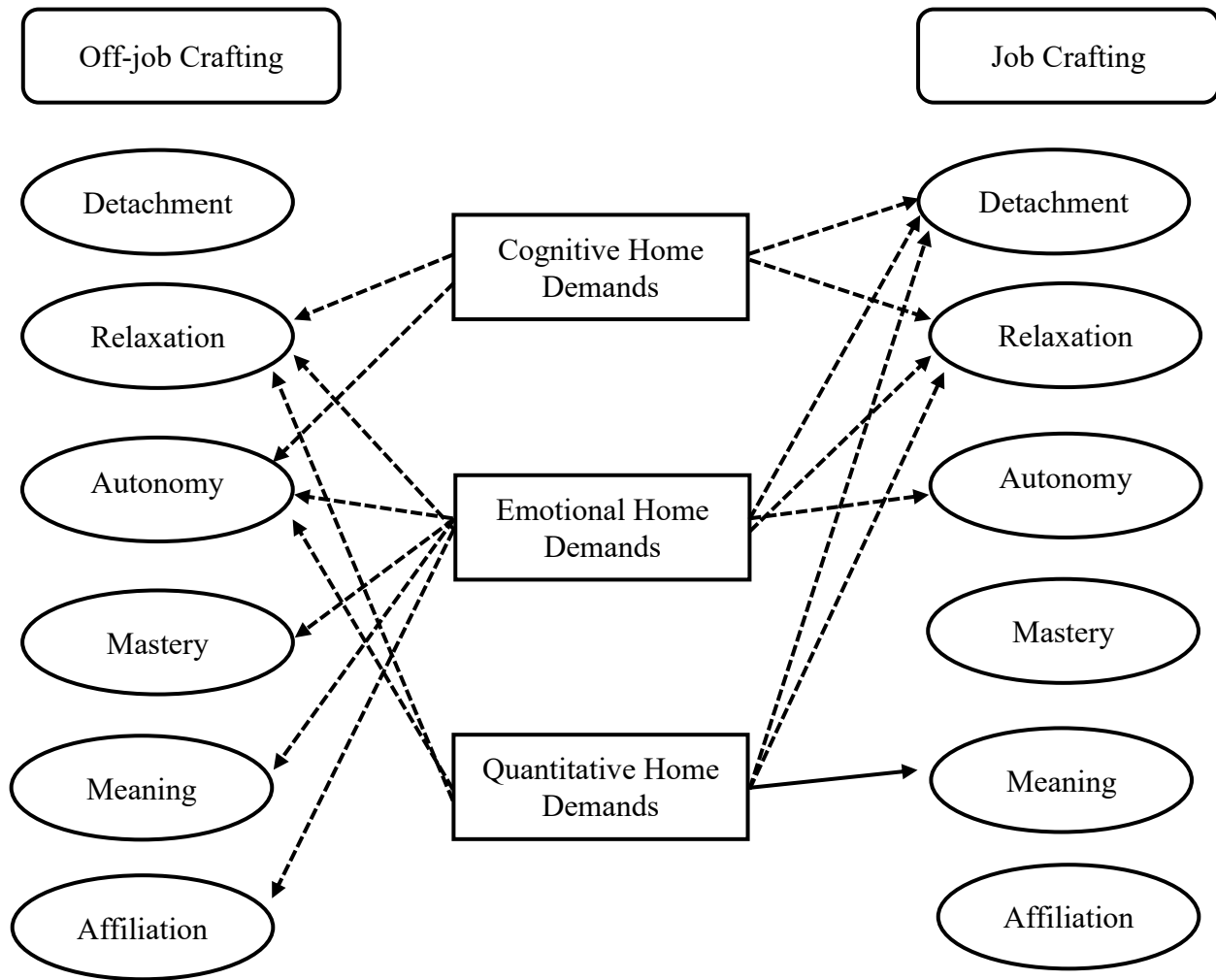
Hypothesis 3 considered the relationship between demands and crafting within life domains. The assumption was that higher job demands correlate positively to job crafting for detachment and relaxation. However, participants who reported higher emotional job demands also reported lower levels of job crafting for detachment. Emotional and quantitative job demands also related negatively with crafting for relaxation. There were no correlations between cognitive job demands and job crafting for detachment and relaxation. All in all, no correlations in line with hypothesis 3a were found in the job domain.

Hypothesis 3b was that job crafting for autonomy, mastery, meaning, and affiliation (AMMA) would be negatively related to high job demands. None of the job demands had a significant correlation with job crafting for affiliation. The only relationship which was in accordance with the hypothesis was that total and emotional job demands were negatively associated with job crafting for autonomy. The rest of the significant correlations found between job demands and job crafting of the AMMA-factors were positive, unlike expected. These results suggest that a higher amount of emotional job demands is associated with decreased levels of job crafting for autonomy, and increased levels of job crafting for mastery and meaning. In the job domain, hypothesis 3b was supported only for autonomy.

In hypothesis 4a, job demands were expected to correlate positively with off-job crafting for detachment and relaxation. The correlation matrix revealed that there were no relationships between any dimension of job demands and off-job crafting for detachment and relaxation. Interestingly, emotional job demands were associated with lower off-job crafting for relaxation. Hypothesis 4b was that high demands in the job domain correlate negatively with crafting for autonomy, mastery, meaning, and affiliation in the off-job domain. Only emotional and total job demands were found to have a negative, significant relationship with off-job crafting for autonomy. Hypothesis 4 was not supported for the relationships between dimensions of job demands and crafting.

### **Home demands and crafting**

All of the found significant correlations between home demands and crafting are presented in Figure 10. Correlation with crafting for detachment and relaxation were hypothesized to be positive and all correlations with autonomy, mastery, meaning, and affiliation to be negative.



**FIGURE 10.** Significant ( $p < .05$ ) correlations between home demands and crafting behavior.  
 Positive correlation ———  
 Negative correlation - - - - -  
 The arrows indicate the *assumed* direction of the connection. The causation cannot be established in cross-sectional data.

Hypothesis 3a suggested that higher home demands would increase off-job crafting for detachment and relaxation. The correlation matrix shows that higher home demands are negatively related to off-job crafting for relaxation, while there was no correlation between any type of home demands and off-job crafting for detachment. No assumed positive relationships between demands and crafting for detachment and relaxation were found within neither life domain. Therefore, hypothesis 3a was rejected.

According to hypothesis 3b, home demands would relate negatively with off-job crafting of autonomy, mastery, meaning, and affiliation. As assumed, each type of home demands correlated negatively with off-job crafting for autonomy. In addition, emotional home demands

related negatively with mastery, meaning, and affiliation. No other correlations were found between home demands and off-job crafting. Off-job crafting for autonomy was affected by demands within the domain, and higher emotional home demands resulted in a decreased amount of crafting for all the AMMA-factors. Based on these findings, H3b was confirmed in the off-job domain for the connection between emotional home demands and the AMMA-factors, and between all home demands and off-job crafting for autonomy.

Interestingly, all dimensions of home demands were significantly and negatively related to job crafting for detachment and relaxation, which was the opposite of hypothesis 4a. These results suggest that high demands in a life domain rarely causes people to pursue the satisfaction of needs for detachment and relaxation in the other domain. H4a was rejected for crafting of detachment and relaxation. Lastly, the relationship between home demands and job crafting for the AMMA-factors was examined. Emotional home demands were negatively related to job crafting for autonomy and quantitative home demands were additively related to job crafting for meaning. No other correlations existed between demands and crafting of the AMMA-factors across domains. According to these results, high levels of demands in a life domain are not likely connected to individual crafting behavior in the other domain. The only exception seems to be that emotional demands often result in less crafting for autonomy in the other life domain. H4b was rejected except for emotional demands and crafting for autonomy.

### **Relationship between job and off-job crafting**

The relationship between crafting during job and off-job time was examined through the correlation matrix. There was no specific hypothesis formulated for this research question and the relationship was tested exploratively. The correlation coefficients indicate that all corresponding dimensions of job and off-job crafting correlate positively and significantly with each other. The highest correlation is between job and off-job crafting for detachment ( $r = .48^{**}$ ) and the lowest correlation is between job and off-job crafting for autonomy ( $r = .24^{**}$ ). The results suggest that people who craft for a specific dimension, often craft it in both life domain. In other words, job and off-job crafting are additively related to each other.

## DISCUSSION

### Main results

The aim of this master thesis was to examine crafting as strategies with which individuals may improve their own well-being during job and off-job time through increased levels of satisfaction of six psychological needs: Detachment, Relaxation, Autonomy, Mastery, Meaning, and Affiliation (DRAMMA). Crafting was assumed to buffer the negative effect which job and home demands have on subjective well-being, which was studied through four well-being factors; subjective vitality, mental fatigue, presence of meaning and meaningful work. In addition, this thesis pursued to clarify the relationship between job and off-job crafting, which has not been well established in prior research.

The results indicate that by crafting, individuals may be able to prevent the negative effect which demands have on subjective vitality and mental fatigue during both, job and off-job time, as was assumed. In other words, people who actively pursue the satisfaction of their DRAMMA-needs, are more likely to feel energetic and less likely to experience fatigue than those who do not craft their job and off-job time if they are experiencing high job or home demands. According to the results, meaning in general and in work is very little affected by the number of demands one faces. Moreover, the results suggest that job crafting for autonomy, as well as for meaning, is associated with more meaningfulness at work. In the off-job domain, crafting for the need of affiliation explains meaning in general and in work.

The results gained for the first research question are in line with prior research (Alacron, 2011) as job and home demands, especially emotional demands, were negatively related to well-being. In addition, results considering the moderating effect support the findings by Hakanen, Seppälä, and Peeters (2017), who also found job crafting to buffer the negative effects of demands on well-being at work. However, this thesis added knowledge on the buffering effect of crafting behavior to exist similarly in the off-job domain. Even though the buffering effect was not found regarding meaning in general and meaningful work, job and off-job crafting of affiliation and meaning were found to relate positively to the experience of meaning, as has been indicated by prior research (Tims, Derks, & Bakker, 2016, Rosso et al., 2010).

The second set of research questions considered the relationship between demands and crafting within and across life domains. High emotional home demands seem to lead to low levels of off-job crafting for mastery, meaning, and affiliation. According to the results, people who are faced with higher emotional demands craft less towards autonomy in both domains, than



those with less emotional demands. In addition, high levels of home demands (cognitive, emotional and quantitative) are related to a smaller amount of off-job crafting for autonomy. The results indicate that having emotionally straining work or home conditions prevents people from pursuing more autonomy in their job or off-job environments. This phenomenon could be associated with the concept of learned helplessness (Seligman, 1975), which is explained by the feeling of having no control over one's own circumstances. Learned helplessness prevents people from pursuing improving straining or undesirable circumstances. Applied to crafting, high emotional strain would create the belief of not having control in one's job. However, crafting for autonomy was found to relate positively to meaning in work and therefore, it is important to acknowledge that high emotional demands are preventing employees from pursuing an increase in autonomy at their job.

Unexpectedly, demands do not seem to affect crafting for detachment or relaxation positively. On the contrary, job and home demands were negatively related to job and off-job crafting for relaxation and detachment, and with job crafting for detachment. This result implies that those with high demands do not have the energy to pursue relaxation, even though there clearly is a need for that. This is a result which should be studied more specifically in future research.

Another finding which ought to be taken into account is that home demands were associated with job crafting behavior, mostly negatively, more than job demands were with off-job crafting. This indicates that the so-called spillover effect (Staines, 1980; Lee & Sirgy, 2018) exists from off-job time to work more often than from work to off-job time. Hence, possible interventions developed in order to increase job crafting should focus on the role of both, home and job demands.

The results are challenging to compare to prior research since there has been little research on demands and crafting. However, based on prior research (Rudolph, Katz, Lavigne, & Zacher, 2017; Lazazzara, Tims, & de Gennaro, 2019) high demands were assumed to lead to more crafting for the so-called avoidance crafting factors, detachment, and relaxation, but this type of connections were neither found within nor across life domains.

The third research question was, how job and off-job crafting are related to each other. The result was, that people often pursue the satisfaction of the same psychological needs during both, job and off-job time. This implies that the psychological needs of the DRAMMA-model are reachable in both life domains and that segmentation of the life domains is not found in regard to satisfaction of psychological needs. This research question was explorative since not much prior research has been conducted in work-life-balance studies from the perspective of crafting. However, this result is supported by Rudolph, Katz, Lavigne, & Zacher, (2017), who

suggest that same predictive factors in regard to personality, demographics and work characteristics may motivate crafting. The results of this thesis indicate that age is an important factor in predicting crafting. Older people are more likely to job craft for relaxation and affiliation, and to off-job craft for relaxation, autonomy, mastery, and meaning.

### **Limitations and strengths of this study**

The measures used in this thesis were well established except for the new job and off-job crafting scales. However, these new DRAMMA-based scales were tested and proven reliable. Usage of reliable measures together with the large size of the sample ( $N = 541$ ) increase the reliability of the gained results. In addition, this thesis was one of the few studies which examined the same phenomenon, crafting in order to achieve the satisfaction of psychological needs and well-being, in job and off-job time at once. Hence, this thesis contributes to studies on job and off-job crafting, the DRAMMA-model and work-life-balance in a new way.

Still, this thesis had some limitations which are important to acknowledge in the interpretation of the results. Firstly, comparison of these results to prior research on crafting is challenging, since earlier studies have used crafting scales which have been based on different models and theories (for example, leisure crafting: Petrou & Bakker, 2016, job crafting: Wrzesniewski & Dutton, 2001 and Tims & Bakker, 2010).

Another limitation of this thesis is that the causation between demands and crafting behavior cannot be confirmed with the cross-sectional data set which formed the basis of this research. The participants reported demands and crafting over the same time period, past month, which does not allow examination of the direction of the relationship between these factors. It was assumed that higher demands increase the amount of crafting for detachment and relaxation and decrease crafting for autonomy, mastery, meaning, and affiliation, based on prior research. The results indicated for example that emotional demands are negatively related to job and off-job crafting for relaxation. This might either mean that people who experience high emotional demands are more likely to not have the energy to arrange time for rest and stress-relieving activities, or that people who rarely make time for relaxation are more likely to experience high emotional demands.

## **Theoretical implications and ideas for future research**

Theoretically, this thesis contributed most to testing the DRAMMA-model (Newman et al., 2014), which suggest that leisure is linked to subjective well-being through the satisfaction of six psychological needs: Detachment, Relaxation, Autonomy, Mastery, Meaning, and Affiliation. The model was studied from the perspective of job and off-job crafting and their effects for subjective vitality, mental fatigue, presence of meaning and meaningful work. The results indicate that the DRAMMA-model is suitable for studies on well-being, and it can be applied to crafting in both, job and off-job contexts. The DRAMMA-based crafting model broadens our understanding of crafting from the perspective of psychological needs. This model includes the assumption that everyone is essentially in need of satisfaction of the same six psychological needs, in contrast to prior research, which has usually seen crafting as a reaction to work- or leisure-related factors. Still, the DRAMMA-model does not ignore the fact that crafting may be affected by various work, leisure- or personality-related factors, which also received support from the results of this thesis. In addition, the model equates job and off-job crafting successfully, in lieu of having different theories for crafting in the two life domains.

In addition, the results support the assumption that crafting may moderate the effects of work or home characteristics on well-being. The buffering effect has been faintly studied before, but these results encourage future research also on this subject. Moreover, in future research on leisure, well-being and crafting, the DRAMMA-model and its dimensions ought to be studied as predictors and outcomes of other work- and leisure related, as well as psychological factors. As stated earlier, crafting may be motivated by for example proactive personality. It could be examined, whether personality traits or for example coping strategies predict crafting. On their paper on work-nonwork boundary management profiles, Kossek, Ruderman, Braddy, and Hannum (2012) suggest six types of boundary profiles which differ in regard to boundary control, cross-role behavior and identity. In addition, they examined the outcomes of each boundary management profile. It would be interesting to study job and off-job crafting across these profiles to clarify, whether some of the profiles are more likely to craft in either domain or whether crafting would interact with any profile positively. Likewise, job crafting has been found to result in improved job performance, which should also be studied with the DRAMMA-based model. Other outcomes of crafting which might be studied could be for example not self-reported indicators of well-being and job performance, such as the number of days of absence or results of peer assessments, or measures of work engagement or mood in general.

The results revealed new information about the relationship between job and off-job time. Off-job crafting for detachment was found to be negatively associated with subjective vitality, meaning in general and meaningful work, and positively with mental fatigue. This result is surprising in comparison with prior research. Sonnentag and Fritz (2015) performed a review on studies on psychological detachment from work during non-work time and conducted that detachment is positively related to positive measures of well-being, such as work engagement and life satisfaction, and negatively related to job strain. However, the current result cannot be directly compared to these studies since in this thesis the examined factor is off-job crafting for detachment, not experience of detachment. Crafting for detachment seems to be different from experiencing detachment. The result gained from this thesis suggests that actively pursuing detachment and distance from work-related thoughts and tasks during the off-job time, might not necessarily be beneficial for well-being.

Regarding subjective vitality and mental fatigue, the results suggest that actively detaching oneself from work might, for example, cause stress about unfinished work or not being available for colleagues or clients. However, the causation has not been examined and it could be, that those with high subjective vitality and low mental fatigue do not feel the need to craft for detachment during off-job time. According to the results, off-job crafting for detachment is negatively related with not only the feeling of having meaning in work but also in general, which suggest that having meaning consists for a large part of work-related or social relations. Not knowing the causation, this result might also indicate that those with a strong feeling of meaning do not feel the need to detach from work. The surprising effect of off-job crafting for detachment is an interesting finding which should be examined more closely in the future.

In the future, studying these relationships in a longitudinal rather than cross-sectional method would increase knowledge of the directions of the found relationships. A longitudinal study could be designed so that the participants would report demands and well-being at one time point, crafting at a second time point and well-being again at a third time point. This design would give a better understanding of the causal relations between demands, crafting and well-being.

Furthermore, in this thesis, the moderating effect of crafting was studied through the interaction of demands and crafting in general. This method ignored the possibility of finding the buffering effect for one of the subdimensions of crafting. This was decided to not be examined since there was little knowledge about the relationships between demands, DRAMMA-based crafting, and well-being on which to base the hypotheses. For example, based on the findings of this thesis, it can be expected that job crafting for meaning and off-job crafting for detachment and affiliation moderates the relationship between demands and meaning in work and in general. In

the future, the moderating effect should be studied for each dimension of job and off-job crafting separately.

In addition, the results suggest that DRAMMA-model is suitable to be studied among the non-working populations, such as students or the disabled since the buffering effect was found also in the off-job domain. In the future, the DRAMMA-model should be studied among different populations.

### **Practical implications of the results**

The results contribute to developing DRAMMA-based crafting interventions, which aim at recognizing high demands at work and at home and at increasing subjective vitality and decreasing mental fatigue of employees by job and off-job crafting. Based on these results, organizations and employers may encourage individuals to pursue improving their own well-being through endorsing satisfaction of psychological needs. According to the results, people who experience high emotional demands do not craft for relaxation in any life domain while crafting for relaxation seems to be associated with higher levels of subjective vitality. Likewise, those with high quantitative demands do not aim at meaning at work even though crafting for meaning seems to lead to experiencing more meaning in general. Interventions might help employees to acknowledge such causations between demands and well-being, and to notice the significance of their own actions regarding their well-being. Since home demands seem to especially prevent crafting in both domains, the interventions could focus on aiming at diminishing the number of home demands. It should be in the interest of organizations to improve the well-being of their employees, in order to avoid symptoms of burnout and increased numbers of absence and to enhance well-being and job performance.

DRAMMA-based interventions might also be developed for students and those who do not work due to social or health-related factors. The gained results indicate that off-job crafting buffers the negative effect which high home demands have on subjective vitality and mental fatigue. Improving the well-being of a larger population through off-job crafting or study crafting interventions could affect positively the condition of the whole society. However, the encouraging results were gained from a sample of the working population and DRAMMA-based crafting needs to be further studied among other populations in order to confirm the possibility to base a not work-related intervention on the model.

## **Conclusions**

This thesis contributed to studies on leisure, crafting and subjective well-being. Most importantly, the results strongly indicate that individuals are able to improve their own well-being by crafting during job and off-job time. An interesting finding was that, in general, high demands at work and at home are preventing employees to craft in order to satisfy their psychological needs. However, crafting was proven to diminish the negative effect of high demands, in regard to health and meaningfulness. Interventions based on job and off-job crafting may be developed based on the results gained by this thesis. In addition, the results indicate that off-job crafting might be an effective way of improving the well-being of those not employed. Distributing this information to organizations, managers, and employees themselves might result in increased well-being of organizations, families, and societies through higher well-being of individuals.

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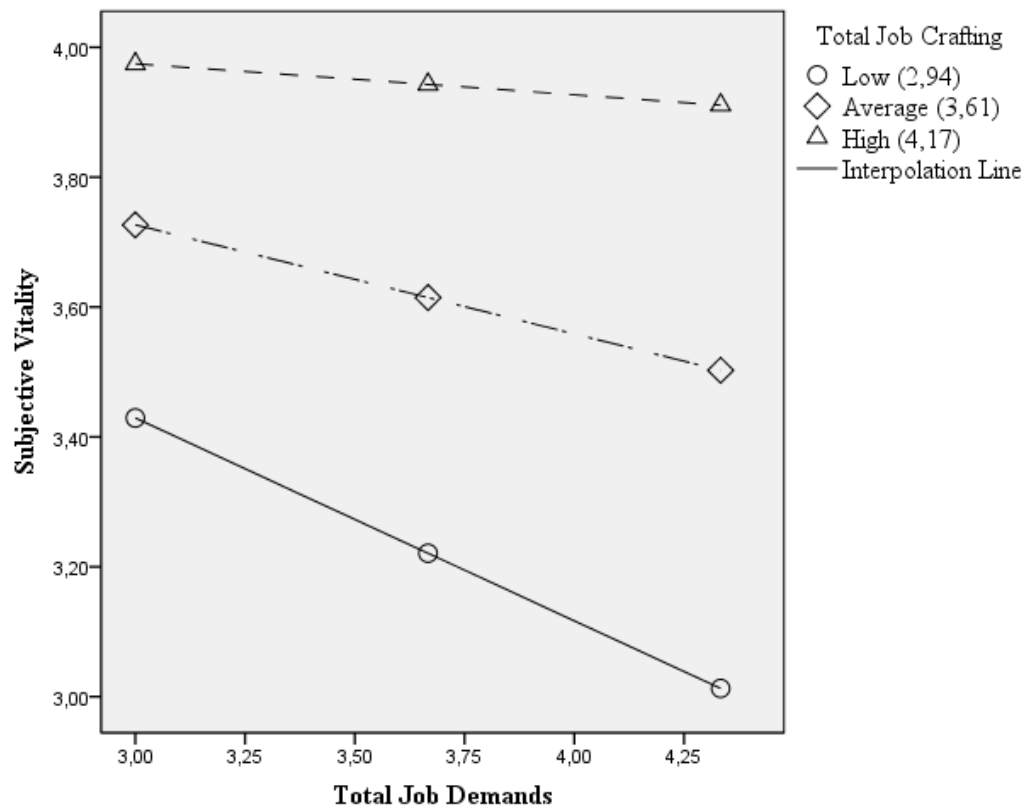
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## APPENDIX

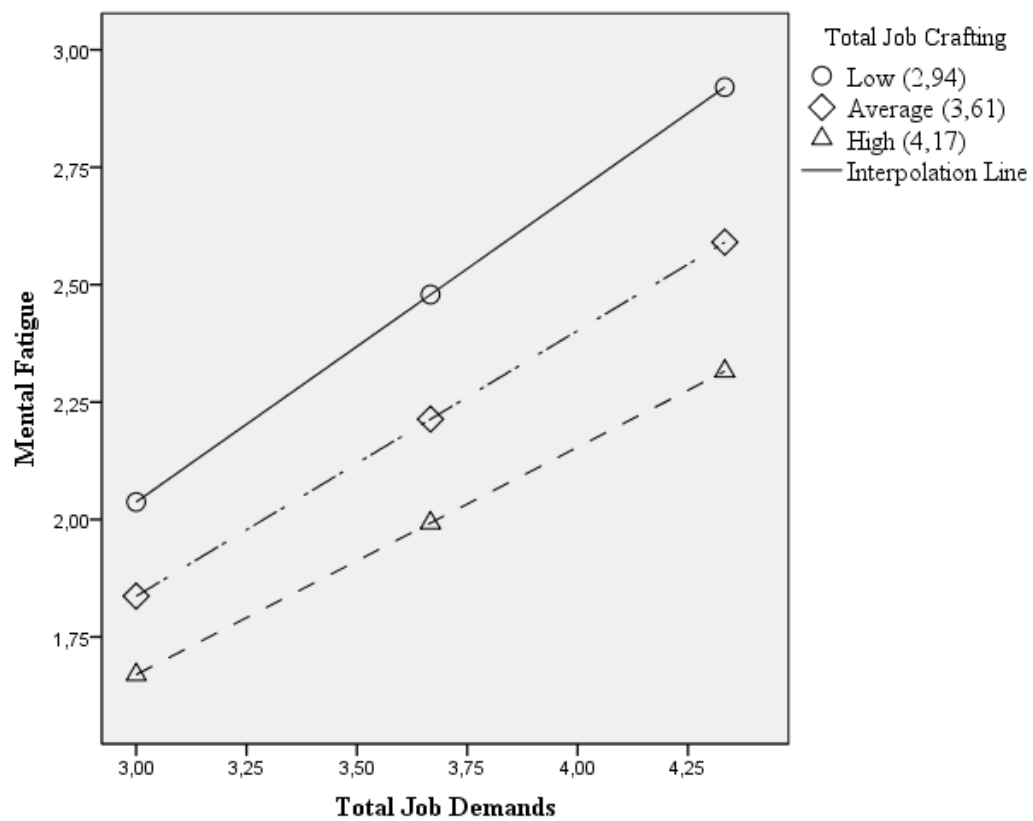
**Table 2. variables explained**

1. Cognitive job demands
2. Emotional job demands
3. Quantitative job demands
4. Total job demands
5. Cognitive home demands
6. Emotional home demands
7. Quantitative home demands
8. Total home demands
9. Subjective vitality
10. Mental fatigue
11. Presence of meaning
12. Meaningful work
13. Job crafting detachment
14. Job crafting relaxation
15. Job crafting autonomy
16. Job crafting mastery
17. Job crafting meaning
18. Job crafting affiliation
19. Job crafting total
20. Off-job crafting detachment
21. Off-job crafting relaxation
22. Off-job crafting autonomy
23. Off-job crafting mastery
24. Off-job crafting meaning
25. Off-job crafting affiliation
26. Off-job crafting total

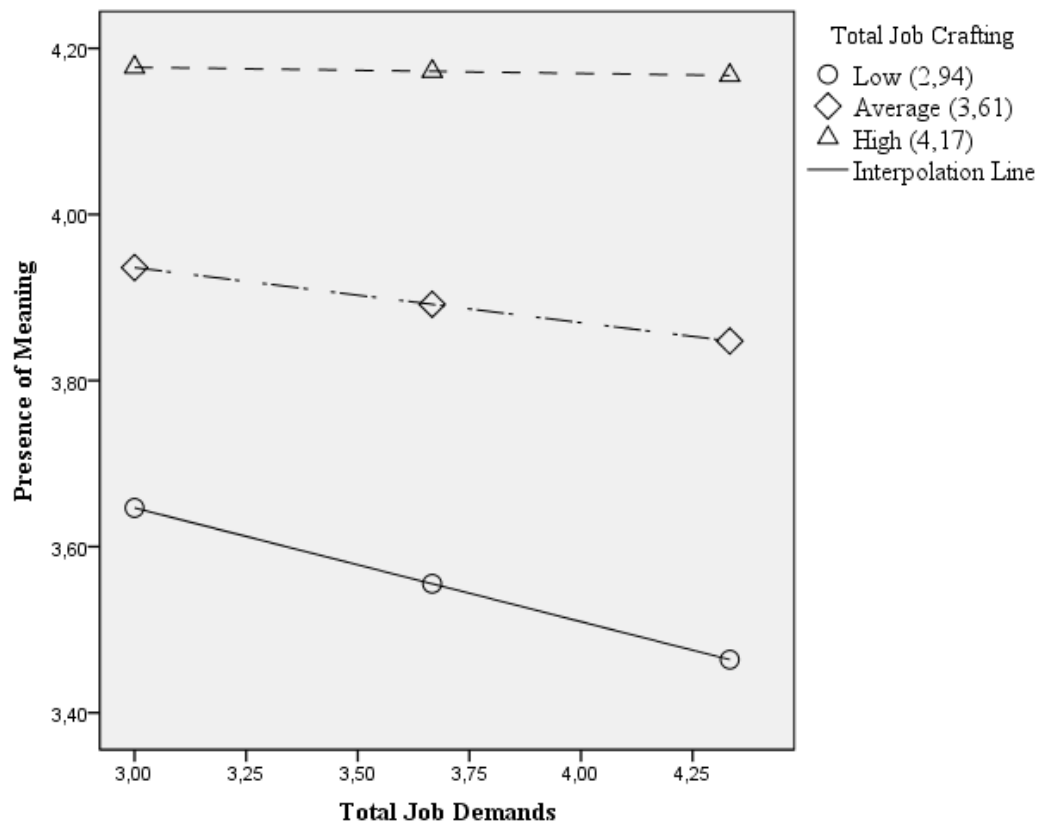
**FIGURES 1-8.**



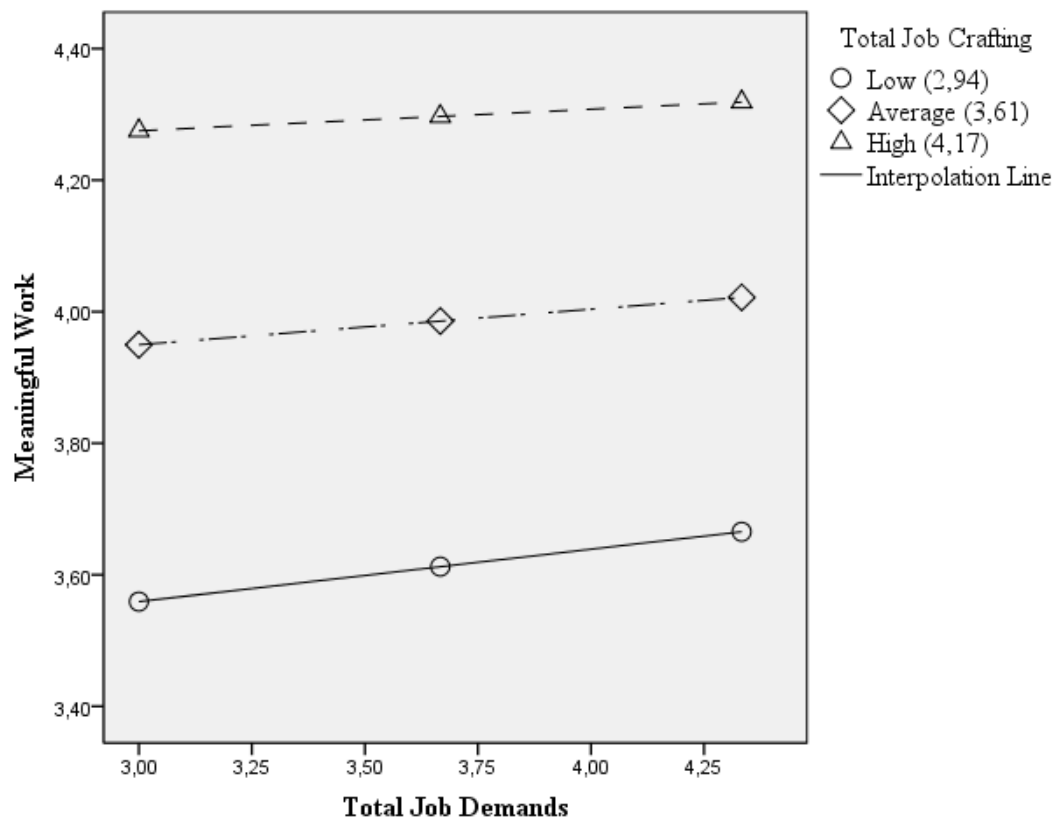
GRAPH 1. Conditional Effects of Job Demands on Subjective Well-Being



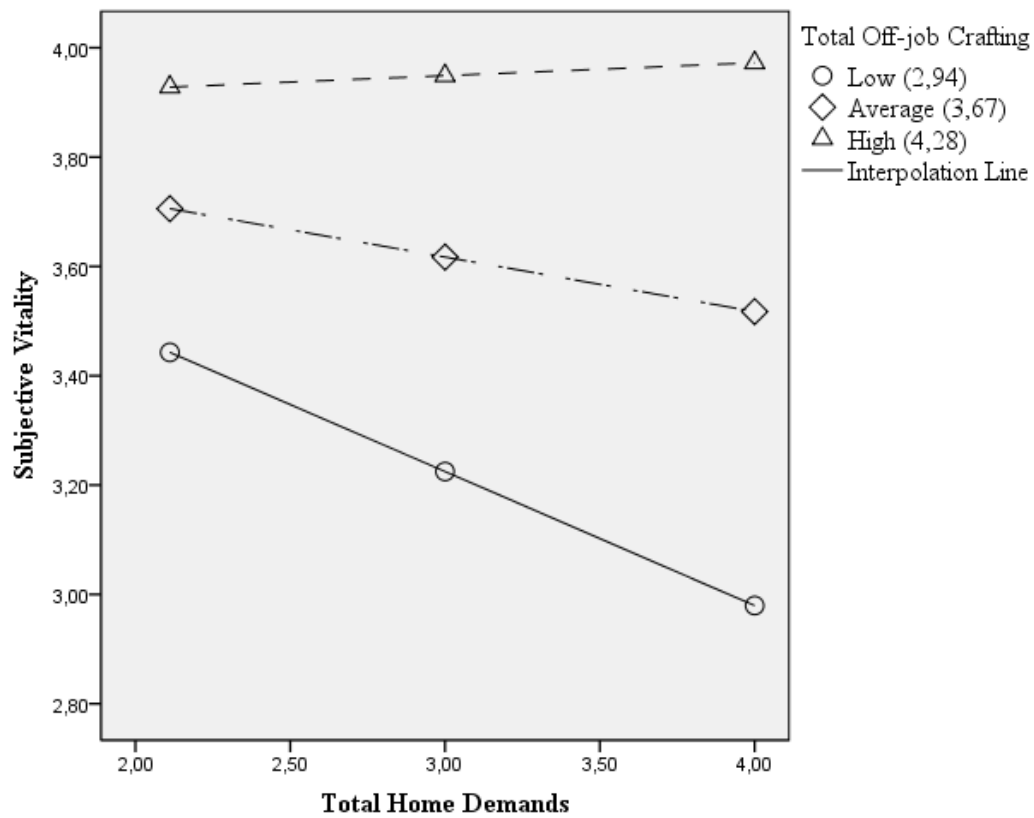
GRAPH 2. Conditional Effects of Job Demands on Mental Fatigue



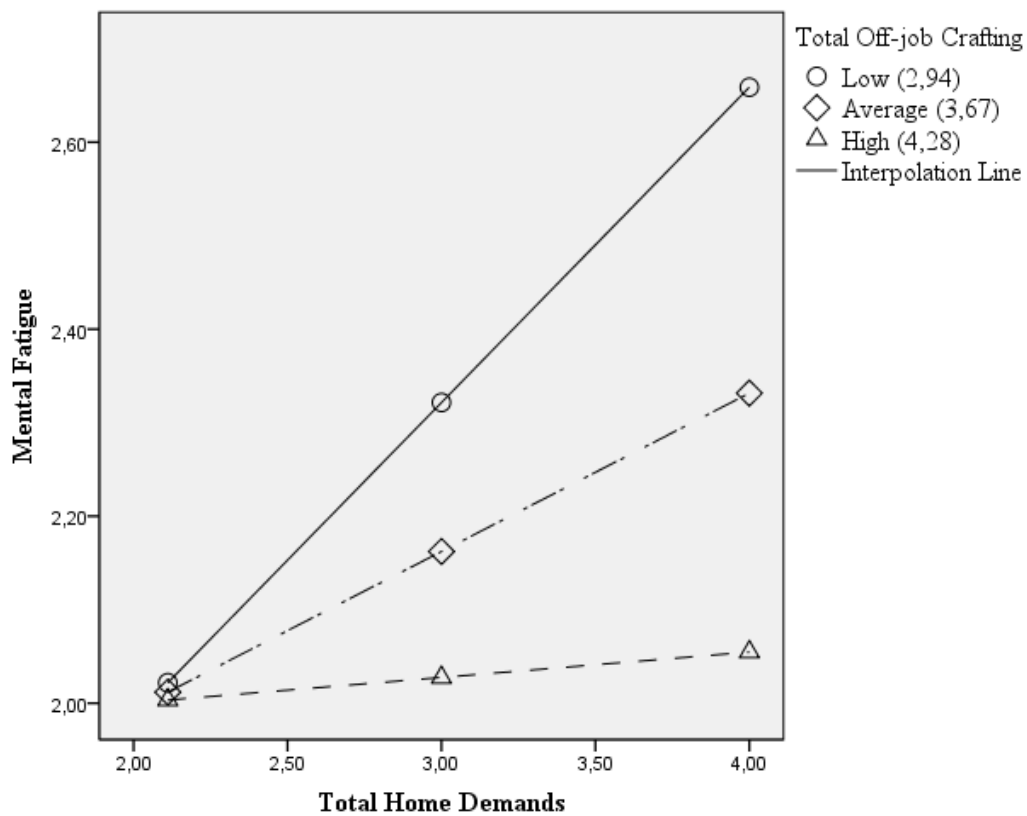
GRAPH 3. Conditional Effects of Job Demands on Presence of Meaning



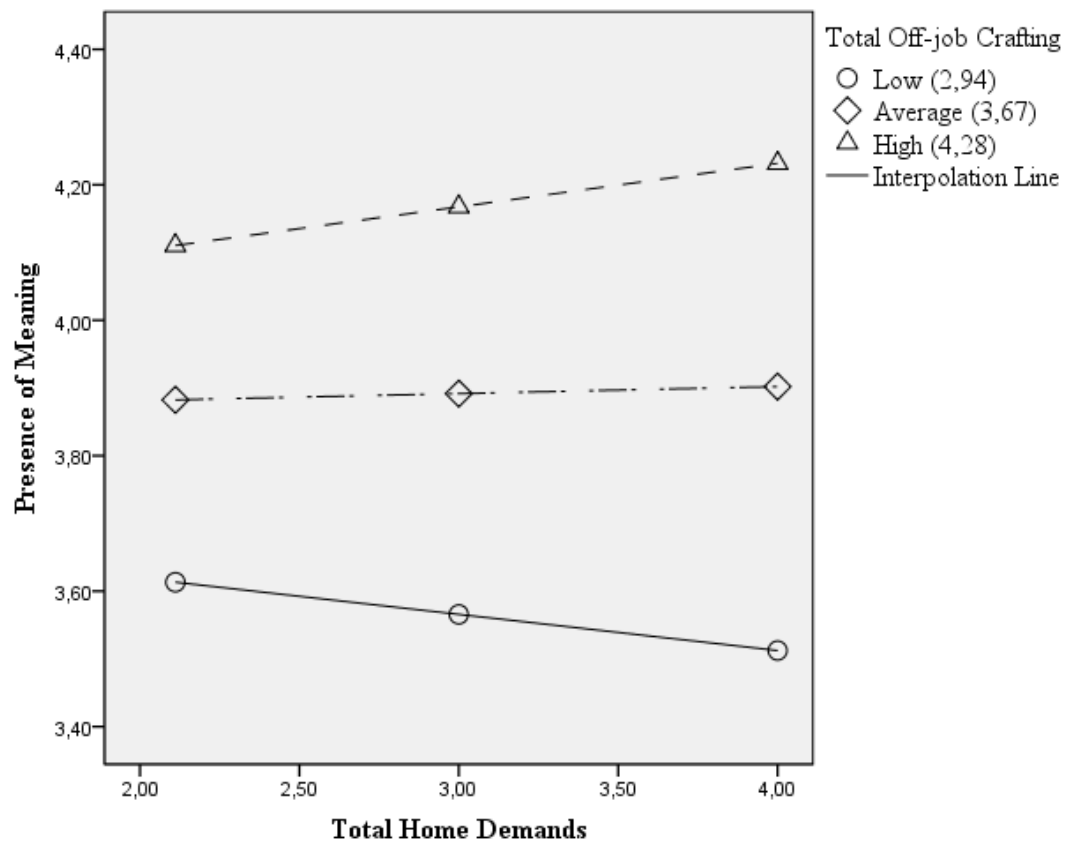
GRAPH 4. Conditional Effects of Job Demands on Meaningful Work



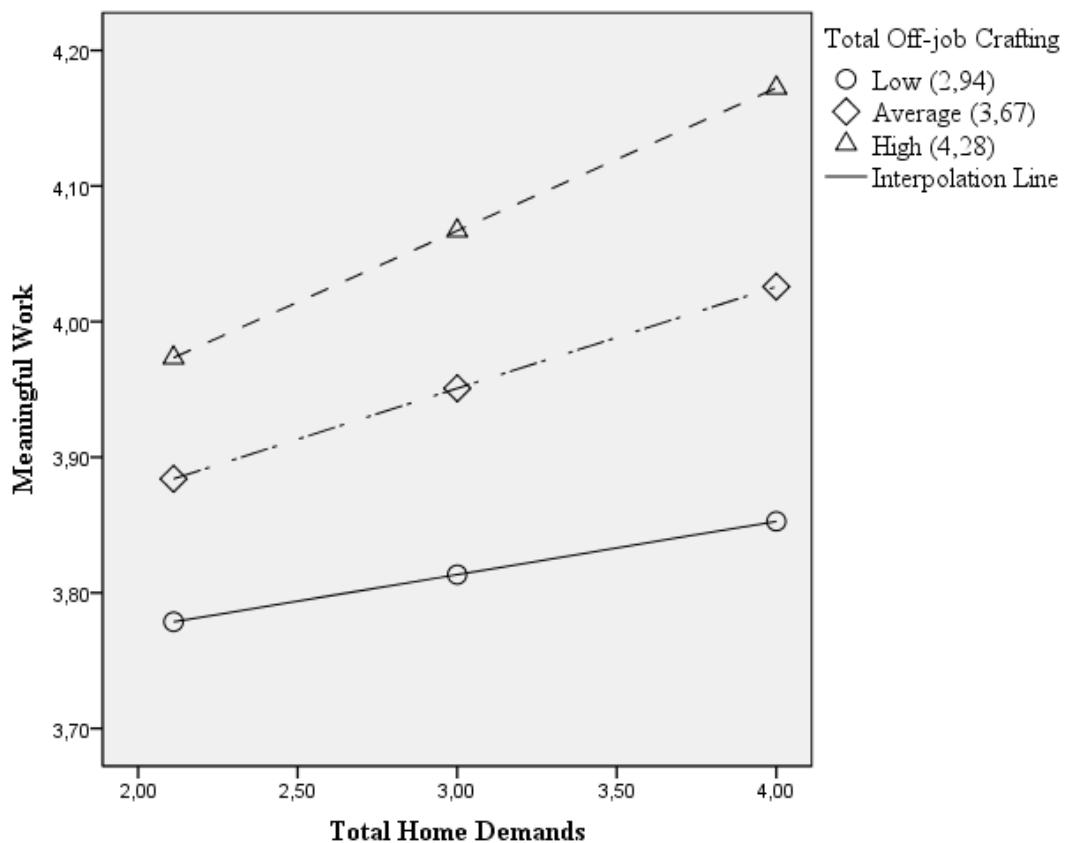
GRAPH 5. The Conditional Effects of Home Demands on Subjective Vitality



GRAPH 6. The Conditional Effects of Home Demands on Mental Fatigue



GRAPH 7. The Conditional Effects of Home Demands on Presence of Meaning



GRAPH 8. The Conditional Effects of Home Demands on Meaningful Work